

Smart Processing Update

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AN INITIATIVE OF A WELL- MANAGED GOVERNMENT

Norfolk strives to be a data-driven organization that provides effective and efficient programs and services that are responsive, accountable, inclusive and customer-focused

What is Smart Processing?

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An effort to identify areas where we can improve the customer experience or improve how we operate

- Land Use and Permitting Processes
 - Customer-Focused Services
 - Financial and Administrative Policies
 - Business Development and Retention
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- Standard Operating Procedures
 - Cutting Edge Technology
 - One-Stop Services
 - Customer Service
 - SWAM Initiatives
 - Efficiency
 - Marketing/Communications
 - Best Practices
 - Business Friendly
 - Responsiveness
 - Data-driven
 - Efficiency

Land Use and Permitting Processes

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Essential Functions

- City Council and Planning Commission reviews and approvals
- Plan review and permitting
- Inspections and Certificates of Occupancy (COs)

Affected Departments

- Planning
- Utilities
- Public Works
- RPOS
- Development
- Information Technology
- Health
- Police
- Fire
- Finance

Streamline the Process

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Defining the Problem: Norfolk's land use and permitting processes can be difficult to understand and navigate

Goals:

- To create a more friendly environment and experience for residential requests for permits
- To provide an excellent customer service experience for those doing business with the City of Norfolk
- To retain and attract businesses to Norfolk
- To provide administrative procedures and technology solutions that are efficient, customer-focused and business friendly
- To adopt ordinance changes that reduce the time required to do business with the City

Focus Group Attendees

- Tidewater Builders Assoc.
- Area Builders of Tidewater
- Kotarides Builders
- Custom Builders Inc.
- Norfolk Building Corp.
- Leo F. Johns Contractor Inc.
- Ainslie Group
- Alan Bamforth Engineer-Surveyor, Ltd.
- Vanasse Hagen Brustlin, Inc.
- Luna Development
- Harvey Lindsay Commercial Real Estate
- Clark Nexsen
- Thalhimer Commercial Real Estate
- Lyall Design Architects
- SL Nusbaum Realty Co.
- Kimley Horn Associates
- Robyn Thomas Architecture
- Work Program Architects

Understanding Our Current Reality

- Focus groups with real estate professionals, developers, builders, contractors, architects and engineers
- Tidewater Builders Association conducted phone interviews
- Staff interviews and meetings

Recommended Improvements

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- Provide technology upgrades
- Create One-Stop Services
- Provide tools for communication of processes online and onsite (step-by-step processes, forms, fees, checklists, applications, codes and standards)
- Improve customer service standards
- Consistent communication throughout process
- Review and update ordinances and fees to be more consistent across the region

Current Administrative Initiatives

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- Creating a “One-Stop Shop” in City Hall – Summer 2013
- Development and implementation of work plans/solutions by frontline workgroups – March 2013
- Ongoing best practices research – benchmark development
 - Met with South Hampton Roads Code Officials and IT Directors to discuss best practices and ways to work together 11/12

Current Technology Initiatives

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- Installation of point of sale system in Planning – January 2013
- Inclusion of permit information on NorfolkAIR – February 2013
- Electronic submittal and review of site and building plans – June 2013
- Regional Systems Analysis – to secure cutting-edge technology

Recommended Policy Improvements

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- Consider elimination of the requirement for a special exception for the following items:
 - Change in Manager
 - Change of a floor plan
 - Change of entertainment

Next Steps

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- Implement “One-stop Shop” concept at City Hall
- Develop process tools and update web pages for better communication
- Analyze City ordinances and fees and work through City Council and Planning Commission to approve changes
- Meet quarterly with external stakeholders to obtain input and feedback
- Conduct customer service training throughout the organization